

PS COMMITTEE #3  
September 15, 2005

**MEMORANDUM**

September 13, 2005

TO: Public Safety Committee  
FROM: Minna K. Davidson, <sup>MKD</sup>Legislative Analyst  
SUBJECT: Update – Fire and Rescue Service in Clarksburg

Over the summer, the Council approved a special appropriation for interim fire and rescue service in Clarksburg. (See Council Resolution 15-1090 on © 11-14). The appropriation included funding for personnel costs and operating expenses to staff an engine and EMS unit in Clarksburg. It also included funding for an additional recruit class to provide sufficient personnel to fill the new positions.

When the special appropriation was approved, the Montgomery County Fire and Rescue Service (MCFRS) planned to initiate temporary service from the Montgomery County Correctional Facility (MCCF) in September, and to locate an interim fire station at the Little Bennett Regional Park maintenance facility later. The special appropriation did not include funds for facilities. It was anticipated that additional funds for a tent for the MCCF site and an interim station at the Little Bennett site would be requested at a later date.

After the special appropriation was approved, MCFRS identified a site which they felt would better address concerns regarding service in Clarksburg. Executive Branch staff are in the process of negotiating to lease a warehouse facility located on Gateway Center Drive. This location would avoid the need to move service from MCCF to another interim facility, is closer to the center of Clarksburg, and can be opened earlier than a facility at Little Bennett. Although cost estimates are still being developed, Executive Branch staff anticipate that buildout at the Gateway Center location will cost less than at Little Bennett.

Assuming that a lease is negotiated quickly, MCFRS staff hope that it will be possible to begin service from the new facility in December. To improve service delivery until the new

facility opens, on September 1 MCFRS began providing enhanced staffing at Germantown Station 29 and Hyattstown Station 9.

Letters from the Executive to the Council President (© 1-2) and from the Executive and Councilmember Knapp to Clarksburg residents (© 3-4) describe the new plan in more detail.

During earlier Committee reviews of fire and rescue service in Clarksburg, Committee members raised several questions about interim service and the permanent station. A memo from Councilmember Knapp transmitting the questions to the Fire Chief is on © 5-6. Responses from MCFRS are on © 7-10. Although some of the questions refer to the original two-step plan for interim service, the responses reflect the current plan to locate the interim service at Gateway Center Drive. When this packet went to print, MCFRS was compiling the information for the updated vacancy analysis requested in the last question. The analysis will be distributed to the Committee as soon as it is available.

For the September 15 update, the Fire Chief will provide a briefing on the status of the lease for the Gateway Center Drive warehouse, any known funding needs associated with the buildout of the facility, enhanced service at the Germantown and Clarksburg stations, and the status of the permanent station project.

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OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Douglas M. Duncan  
County Executive

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August 29, 2005

017074

TO: Thomas E. Perez, President, Montgomery County Council

FROM: Douglas M. Duncan, County Executive *Douglas M. Duncan*

SUBJECT: Fire and Emergency Medical Service in Clarksburg

Montgomery County wants to assure that the growing Clarksburg community is provided the appropriate level and timely fire and emergency medical service (EMS). Recently, the County Council provided resources to facilitate such service earlier than the planned permanent fire and EMS station. We are currently working aggressively to establish the best and most timely provision of interim fire and EMS service to the residents of Clarksburg.

The initial plan for this interim service included three phases. The first phase was proposed as "temporary" fire and EMS service from the MCCF on Whelan Lane. The second phase would involve the construction of an "interim" facility closer to the center of Clarksburg, possibly at the Little Bennett Maintenance Depot on Route 355 north of the intersection of Clarksburg Road. The third phase provides the final move into a new, permanent fire station in Clarksburg proper.

The Montgomery County Correctional Facility (MCCF) was identified as the most rapidly deployable site initially, but this option presented a number of challenges while providing marginal improvement in response time. The site did serve to increase resource capacity in the Clarksburg area, but also involved numerous problems that hampered effective provision of enhanced fire and rescue services in the area. As we began to develop an implementation strategy for MCCF, we continued to search for other potential interim sites which may better serve the community.

Within the past several weeks we have identified a site which will better address our concerns regarding service in Clarksburg. We are currently negotiating a lease for a warehouse facility located on Gateway Center Drive (GC). We continue to preserve MCCF as an option if we are unable to utilize the Gateway Center facility.



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Mr. Thomas E. Perez  
August 29, 2005  
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Implementation of fire and EMS service to Clarksburg from the Gateway Center Drive location offers significant improvements in service to the Clarksburg community and allows us to avoid the need for separate "temporary" and "interim" facilities. The GC location provides greatly improved response time over the MCCF and is equal in distance (.9 mile) to the possible Little Bennett site. Once the extension of Stringtown Road is completed (currently December 2006) the response distance will be even further improved over both the temporary and interim sites. In fact, the distance to the center of Clarksburg will be only .4 mile. In addition the GC site can be opened for service significantly sooner than the proposed Little Bennett area site with substantial cost savings.

While we still are developing details on construction timing, we expect to have this interim station at the GC in operation by this fall. All responsible departments in County Government are working together at maximum effort to implement this project according to this very aggressive schedule.

In order to immediately address the need for expanded fire and EMS capacity in the region comprising Clarksburg, Germantown, and Hyattstown, the Montgomery County Fire and Rescue Service (MCFRS) will deploy additional personnel beginning on September 1. Staffing enhancements include providing additional personnel to the Germantown Fire Station (Airpark Drive/Crystal Rock Drive) to ensure the engine, aerial ladder unit, rescue squad, and 2 paramedic (advanced life support) units are staffed 24/7. Further staffing enhancements will occur at the Hyattstown Fire Station to provide increased response capability and for the first time the delivery of paramedic service. Additionally, improved EMS supervision will be provided to the area.

I appreciate the support of the Council in improving fire and rescue services in this area of Montgomery County. Please contact myself or Chief Carr if you are in need of additional information on this matter.

DMD:jb

cc: Bruce Romer, Chief Administrative Officer  
Thomas Carr, Chief, MCFRS  
John Sparks, President, IAFF Local 1664  
Marcine Goodloe, President, MCVFRA  
Catherine Matthews, Director, Upcounty Regional Services Center  
Scott Reilly, Assistant Chief Administrative Officer



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Douglas M. Duncan  
County Executive

August 30, 2005

Dear Clarksburg Resident,

Those of us in Montgomery County government know that your safety – and the safety of your family and neighbors – is one of your most important concerns. Adequate police, fire, and emergency services are paramount to a thriving, successful community, and Montgomery County is committed to ensuring that the growing Clarksburg community has an appropriate level of fire and emergency medical services (EMS) as quickly as possible. We're pleased to report that things are happening fast – and that's why we wanted to take a moment to update you on progress toward establishing permanent fire and EMS facilities in the Clarksburg community.

The Montgomery County Council recently provided the resources needed to make interim fire and EMS services available in Clarksburg as soon as possible this year, well in advance of the permanent fire and EMS facility, which is planned for completion in 2009. That's good news, and County government is working proactively to ensure that both the interim and permanent fire and EMS services in your area will not only be of the highest quality possible, but will also be provided as quickly as possible.

Transitioning to permanent fire and EMS services was originally envisioned as a three-step process. The first phase involved locating temporary fire and EMS services at the Montgomery County Correction Facility (MCCF) on Whelan Lane; the second phase involved the construction of an "interim" facility closer to the center of Clarksburg, possibly at the Little Bennett Maintenance Depot on Route 355 near Clarksburg Road; and the third phase allowed for the final move into a new, permanent fire station in Clarksburg proper.

However, there's more good news. We're pleased to inform you that the County has recently taken actions that should make it possible to skip the first step entirely and instead establish services immediately in a centrally located interim facility. This avoids the need to first establish temporary services at the MCCF facility, then move them to an interim site, then move them again once the permanent facility is completed.

Rather than locating services temporarily at the MCCF facility and then at the Little Bennett site, Montgomery County is negotiating a lease for a facility located on Gateway Center Drive, less than half a mile to the center of Clarksburg, that would allow for the immediate establishment of interim fire and EMS services. The Gateway Center location provides greatly improved response time over the MCCF; in fact, once the extension of Stringtown Road is completed (currently scheduled for December 2006), the response time will be even further improved over both the MCCF and Little Bennett sites. The Gateway Center site can be opened for service significantly sooner than the proposed Little Bennett site, with substantial cost savings.

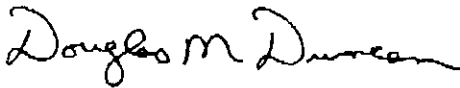


Finding this site would not have been possible without the input of countless residents from Clarksburg and the surrounding area that let us know of their concerns about the initial proposal, and suggested other alternatives. We're grateful for the suggestions, and Clarksburg is better for it.

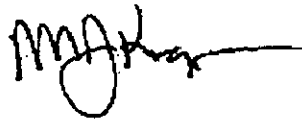
In order to immediately address the need for expanded fire and EMS capacity in the Clarksburg-Germantown-Hyattstown region, the Montgomery County Fire and Rescue Service will deploy additional personnel beginning on September 1. Staffing enhancements will include additional personnel at the Germantown Fire Station located at Airpark Drive and Crystal Rock Drive, to ensure the engine, aerial ladder unit, rescue squad, and two paramedic units are staffed around the clock, seven days a week. Further staffing enhancements will also occur at the Hyattstown Fire Station to provide increased response capability and, for the first time, paramedic service. Improved EMS supervision will be provided to the area.

We're working to bring fire, EMS, and other services to the Clarksburg community as quickly as possible, and we're encouraged by the progress made in finding a more effective location for the interim facility. We'll continue to keep you up-to-date on the latest developments, and we hope you'll continue to let us know of any concerns and comments you may have.

Sincerely,



Doug Duncan  
County Executive



Mike Knapp  
Councilmember (District 2)




**MONTGOMERY COUNTY COUNCIL**

ROCKVILLE, MARYLAND

**M E M O R A N D U M**

July 21, 2005

TO: Tom Carr, Fire Chief  
Montgomery County Fire and Rescue Service

FROM: Michael Knapp, Lead Councilmember for Fire and Rescue Services   
Public Safety Committee

SUBJECT: Fire and rescue service in Clarksburg

With the approval of the special appropriation to provide fire and rescue service in Clarksburg with an engine and EMS unit temporarily housed at the Montgomery County Correctional Facility, the County has taken the first step toward improving fire and rescue response in that area. As we have discussed, further improvements are still to be made. The Public Safety Committee intends to continue to monitor fire and rescue issues in Clarksburg until the new permanent station is complete.

To that end, we have scheduled another update on fire and rescue service in Clarksburg for Thursday, September 15, at 2:00 p.m. in the third floor Council conference room. We hope that by that time, the new Clarksburg service will be operational.

At previous reviews of this issue, the Committee asked several questions which are listed in the attachment to this memo. We would like to receive written responses by August 31 so that Committee members will have an opportunity to review them and raise any follow up questions before the September 15 meeting.

Thank you for your attention to this matter.

Attachment

c: Arthur Holmes, Director, Department of Public Works and Transportation  
Beverley Swaim-Staley, Director, Office of Management and Budget

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## **Fire and Rescue Service in Clarksburg**

### **Facility Issues**

1. Please provide a cost estimate for a temporary shelter for apparatus at the *Montgomery County Correctional Facility*.
2. Please provide the cost estimate for an interim facility at the *Little Bennett Regional Park* site.
3. Please explain why it is estimated to take four years from the time of land acquisition to complete any new fire station project.
4. Would it be possible to expedite the process, for example, but adapting a design for another station?
5. Please provide a timeline for the new permanent Clarksburg station that shows the timing for the land acquisition process and for each of the steps following land acquisition.

### **Operational Issues**

1. What would it cost to operate a second interim fire station in the Clarksburg or East Germantown area?
2. Where could a second interim station be located?
3. How do the buildings that exceed the height requirements in Clarksburg impact the delivery of fire and rescue service?
4. How does the width of residential streets in the *Town Center* development impact the delivery of fire and rescue service? Residents have expressed concern about the accessibility of the streets for large fire and rescue apparatus.
5. Please provide an updated staffing analysis showing the impact of the addition of the new positions for Clarksburg and the new recruit class on vacancy levels in FY06.



## Facility Issues

1. Please provide a cost estimate for a temporary shelter for apparatus at the Montgomery County Correctional Facility.

Due to opportunities that put us in a position to deliver interim service sooner this option is no longer being considered. However, the following information had been formulated by DCD. The original cost estimate was \$600,000. It included a full size tent and many other items that were reduced later and cost were decreased to \$220,000. Later on this assignment was eliminated. The program will be located in a leased facility.

2. Please provide the cost estimate for an interim facility at the Little Bennett Regional Park site.

As above due to opportunities that put us in a position to deliver interim service sooner this option is no longer being considered. The original cost estimate was \$1,800,000. Later this assignment was eliminated. The program will be located in a leased facility.

3. Please explain why it is estimated to take four years from the time of land acquisition to complete any new fire station project.

DCD provided us with the the following as the normal process for design and construction

- a- Preparation of RFP = 1 month
  - b- Advertising to hire architects = 3 months
  - c- Design process = 12 months
  - d- Permit = 2 months
  - e- Bid advertisement, Review of bids, negotiations, Contracting = 3 month
  - f- Construction of a fire station = minimum 16 months
  - g- Delivery and occupancy = 2 months
- TOTAL PROJECT = 41 months (3 years and 5 months)

Note: in some cases this process can be reduced by a couple of months, but if any problem occurs during the design and construction this can be longer (weather delay, disputes, contractor's lack of performance, cost escalation and need for supplemental, etc.)

4. Would it be possible to expedite the process, for example, but adapting a design for another station?

A design and construction based on a template is possible but it takes an analysis and creation of standards for that type of facility in advance of such an attempt. Fire and Rescue does not have a design standard for various sizes of fire stations

that explains prototypical in architectural/engineering detail suitable for typical design and construction. In the future we can attempt to create such a standard which then will allow us to pursue this path.

5. Please provide a timeline for the new permanent Clarksburg station that shows the timing for the land acquisition process and for each of the steps following land acquisition.

**Clarksburg Project Schedule:**

- h- Preparation of RFP = 1 month (6/06)
  - i- Advertising to hire architects = 3 months (10/06)
  - j- Design process = 12 months (10/07)
  - k- Permit = 2 months (12/07)
  - l- Bid advertisement, Review of bids, negotiations, Contracting = 3 month (3/08)
  - m- Construction of a fire station = minimum 17 months (8/09)
  - n- Delivery and occupancy = 2 months (10/09)
- TOTAL PROJECT = 42 months (3 years and 6 months)

**Operational Issues**

1. What would it cost to operate a second interim fire station in the Clarksburg or East Germantown area?

The cost to operate a second interim station anywhere should be similar to our projections for the Clarksburg Station. The variable comes into play with what types of service are needed from the station. Consideration would be given for getting service started in an area in the quickest and most efficient way, such as we did in Clarksburg with an engine staffed at four and an EMS unit staffed with two. Staffing for a station similar to Clarksburg would be approximately \$3 million for a full year. Further costs would be needed for operational items as laid out in the Clarksburg interim station and includes: IT, maintenance, fuel, equipment, furnishings etc. At the time we indicated that needed approximately \$320,000 for these operational items. We would need to explore further whether the anticipated apparatus to be leased would allow for us to leverage without putting out additional funds at this time. You could probably approximate a similar cost as what was provided in the question about the interim site at the maintenance facility with a cost for structures at approximately \$1.8 million.

2. Where could a second interim station be located?

At this point with interim services coming on line in Clarksburg this year our recommendation is to augment our resources in adjacent stations – Germantown, Hyattstown, Clarksburg, and Damascus to support the demand for service.

MCFRS is currently in the process of gathering data to analyze for a number of remaining areas of service gaps. One of those areas is a corridor formed in a band between Gaithersburg/Germantown at the lower end and Damascus at the upper end and is roughly bounded by Route 124 to the east and Route 27 to the west. Our initial concerns are in the area that is going to continue to experience development along Route 27 on the east side of Clarksburg and is principally centered in the community of Cedar Grove. We know from reviewing geographic information that currently between Damascus and Germantown there is a significant area where response time exceeds our 6 minute goal and could be in the 12 to 15 minute response range. When the Germantown East station is completed it will help reduce this gap. However, with what appears to be the best placement in Cedar Grove there will not be any overlap of the 6 minute response from any of the stations. Therefore, if pressed to identify an area that could be best for an interim station we would consider the area of Cedar Grove.

3. How do the buildings that exceed the height requirements in Clarksburg impact the delivery of fire and rescue service?

The only impact on the buildings exceeding the height is we need aerial units to carry ladders long enough to access the upper floors. Our pumpers carry only 24' ladders, good enough to reach 2 floors. The 2000 Aerial Unit study recommends additional aerial units to support operations. The 1<sup>st</sup> recommended location is FS40 in Olney, the 2<sup>nd</sup> is FS13 in Damascus. Regarding the recommendation on Damascus, this was made prior to the Clarksburg development and our ability to use GIS projections for service demands. Current GIS modeling suggests that Clarksburg will be a more optimal site for aerial service. An option to consider is commending aerial unit service from FS13 in Damascus and then transferring that service when the permanent Clarksburg station opens. That would increase capacity in the area as aerial service would serve Clarksburg from Germantown and Damascus. Currently the 2<sup>nd</sup> aerial unit would come all the way from Gaithersburg or North Potomac.

4. How does the width of residential streets in the Town Center development impact the delivery of fire and rescue service? Residents have expressed concern about the accessibility of the streets for large fire and rescue apparatus.

The actual width of principle streets in the Town Center do meet with requirements in the building construction regulations. If we had the full width of these streets at 20' we would not have any access problems in any community. However, what occurs is the streets are planned for 20' and then when residents begin parking along the road edge; the width of the car diminishes the overall width. So currently it is the way in which parking has occurred in the Town Center that has made access more of a challenge.

There are some places where we are going to need to develop fire lanes and exclude parking. We have begun looking at this. We recognize that the process of

improving access through management of parking is something we will need to do in close cooperation with the home owner associations. We also are working on an educational program of the residents so that we can obtain as much cooperation as possible to avoid the need for enforcement. Establishing clearly identified areas of the road where we need access and communicating that to the community should improve the current situation.

We provided verbal comments to the parking and access issue at the Development Review Committee meeting on Clarksburg Town Center back in 1997. We followed this up with written comments which were received by MNCPPC as referenced in their notes. They indicated that they would need to work on obtaining a waiver for some parking but we were never contacted to have this discussion.

This is a common problem that we have throughout the County not just in Clarksburg.

5. Please provide an updated staffing analysis showing the impact of the addition of the new positions for Clarksburg and the new recruit class on vacancy levels in FY06.

Resolution No.: 15-1090  
Introduced: July 12, 2005  
Adopted: July 18, 2005

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

By: Public Safety Committee

**SUBJECT:** Special Appropriation to the FY06 Operating Budget  
Montgomery County Government  
Montgomery County Fire and Rescue Service  
Interim Fire and Rescue Service in Clarksburg, \$3,910,670

**Background**

1. Section 308 of the Montgomery County Charter provides that a special appropriation:  
a) may be made at any time after public notice by news release; b) must state that the special appropriation is necessary to meet an unforeseen disaster or other emergency or to act without delay in the public interest; c) must specify the revenues necessary to finance it; and d) must be approved by no fewer than six members of the Council.
2. The population of Clarksburg has increased from 2,000 to approximately 5,500 over the past five years and is projected to increase to over 40,000 within the next 20 years. In addition, ongoing construction and associated safety-related concerns will continue to pose public safety challenges as buildout of the community continues.
3. Fire and rescue service is currently provided to Clarksburg from Hyattstown Fire Station 9, Germantown Station 29, and other more distant fire stations. Because these stations are outside of Clarksburg, and units from these stations are not always available to respond in Clarksburg, it may not be possible to meet response time goals for Clarksburg, especially as call loads in Clarksburg and other areas continue to increase.
4. A new Clarksburg fire station is included in the County's Capital Improvements Program. The Council moved up the completion date from FY10 to FY09.
5. The Montgomery County Fire and Rescue Service's draft *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* recommends accelerating completion of the new Clarksburg fire Station to FY08, or, if that is not possible, establishing an interim fire station housing an engine and EMS unit to address the need for timely response to Clarksburg.

6. The Public Safety Committee reviewed the need for interim fire and rescue service in Clarksburg in conjunction with its review of the Fire/Rescue Master Plan and the FY06 budget. The Committee concluded that interim fire and rescue service is needed, but the FY06 budget ultimately did not include funds for this purpose.
7. On July 5, 2005, Montgomery County Fire and Rescue Service staff updated the Committee on short-term, intermediate, and long-term approaches to providing fire and rescue service in Clarksburg. For the short-term, service would be provided from an engine and EMS unit housed on the grounds of the Montgomery County Correctional Facility. The Fire Chief estimates that this service could be operational 30 days after the approval of funding. Additional funds may be required later to provide a tent or other shelter for the apparatus during the winter. As an intermediate measure, it may be possible to locate an interim fire station at the Little Bennett Regional Park maintenance facility. The Department of Public Works and Transportation is currently developing facility cost estimates for this option. For the long term, the permanent station will be constructed. Executive Branch staff are in the process of identifying a site for the permanent station and estimate that it will take 48 months from the time of land acquisition to complete the station.
8. The Committee recommended a special appropriation of \$4,510,670 to the Montgomery County Fire and Rescue Service to provide fire and rescue service from an engine and EMS unit located in Clarksburg for approximately 10 months in FY06, and identified the Consolidated Fire Tax District Fund as the source of funds.
9. Following the Committee worksession, Executive staff determined that a new engine and EMS unit to serve Clarksburg could be obtained on a lease-purchase basis, and that funding for the vehicles would not be needed until lease payments come due at a later date. Since the \$600,000 for the new vehicles was not needed as part of the current special appropriation, the Council reduced the special appropriation by that amount for a new total of \$3,910,670.
10. Notice of a public hearing was given and a public hearing was held on July 18, 2005.

**Action**

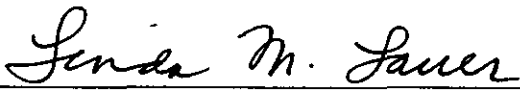
The County Council for Montgomery County, Maryland approves the following resolution:

1. A special appropriation to the FY06 Operating budget of the Montgomery County Fire and Rescue Service is approved as follows:

Personnel Costs	Operating Expenses	Capital Outlay	Total Appropriation	Source of Funds
3,391,530	519,140	0	3,910,670	Cons. Fire Tax District Fund

2. This special appropriation is necessary to act without delay in the public interest.
3. Specific expenditures for which this special appropriation must be used are listed in the attached table and include all of the items shown under "FY06 totals, six months" (except for "Apparatus-Engine" and "Apparatus-Ambulance") plus four months of additional staffing costs.

This is a correct copy of Council action.

  
Linda M. Lauer, Clerk of the Council

## Clarksburg - Staffing OTP

Clarksburg Interim Fire Station - Staffing Based on OTP				
		Cost per month	FY06 Totals	FY07
Description		FY06	Six Months	
Field Staffing - FS35	Provide 6 personnel 24/7			
	1 - 24/7 Capt position	\$ 41,675.70		\$ 709,360.00
	1 - 24/7 MFF position	\$ 35,149.50		\$ 562,349.00
	2 - 24/7 FF3 positions	\$ 56,531.20		\$ 894,469.00
	2 - 24/7 FF3 positions - EMS	\$ 56,631.20		\$ 894,469.00
Total Staffing Costs		\$ 189,987.60	\$ 1,139,325.60	\$ 3,060,647.00
Operating Expenses				
	Station Amenities		\$30,000.00	
	Station IT		\$63,639.00	
	Apparatus Maintenance		\$11,500.00	\$ 11,500.00
	Apparatus Fuel		\$ 16,424.00	\$ 16,424.00
	Tools and Appliances		\$ 117,000.00	
	ALS Equipment		\$ 85,000.00	
Total Operating Costs			\$ 323,563.00	\$ 27,924.00
Capital Outlay				
	Apparatus-Engine		\$ 450,000.00	\$ -
	Apparatus-Ambulance		\$ 150,000.00	\$ -
Total Capital Costs			\$ 600,000.00	\$ -
Total FS35 Costs		\$ 189,987.60	\$ 2,062,888.60	\$ 3,088,571.00
Battalion 6				
	B/C Staffing			\$ 734,774.00
	Operating			
	B/C Amenities			\$ 5,000.00
	Battalion IT			\$ 83,828.00
	Battalion Maintenance			\$ 4,000.00
	Battalion Fuel			\$ 5,000.00
	Capital Outlay			
	Apparatus-Battalion			\$ 75,000.00
Total Battalion 6 Costs		\$ -	\$ -	\$ 907,602.00
Recruit Class	Personnel & Operating	\$ -	\$ 1,687,827.00	\$ -
Facility			TBD	
Grand Total		\$ 189,987.60	\$ 3,750,715.60	\$ 3,996,173.00